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MINUTES
OF THE
CIA CAREER SERVICE BOARD

1st Meeting, Tuesday, 26 August 1952, 4:00 P.M.

DCI's Conference Room, Administration Building

Present: Walter Reid Wolf, DD/A, Chairman
James M. Andrews, AD/CD
Matthew Baird, D/TR
Loftus E. Becker, DD/I
25X1A9a [REDACTED] Acting Chief of Operations
William H. H. Morris, AD/P
25X1A9a [REDACTED] Acting Chief, FI
Frank G. Wisner, DD/P
25X1A9a [REDACTED] Executive Secretary
[REDACTED] Reporter

1. Mr. Wolf, Chairman, opened the first meeting of the CIA Career Service Board by expressing the opinion that the work of the Career Service Committee over a period of ten and one-half months represented an outstanding contribution by some of the ablest men in the Agency. The DCI, in approving the Final Report of the Career Service Committee, indicated that he is 100 per cent behind the development of a career service and is looking to the CIA Career Service Board to carry forward something which, for the long-term future of the Agency, can be one of the most important things to be done. The DCI has also expressed the desire that the Career Service Program be kept flexible and implemented in such a way that new ideas can be exploited if justified and that initial decisions can be quickly reversed if such action is found to be in the interests of the Agency. Since the Agency's real asset is its people, the most important job in this business today is the proper personnel handling and development of people. The problem now, - to quote the statement of the problem in the Committee's Staff Study, - is one of implementing "... a Career Service Program that identifies, develops, effectively uses and rewards individuals who have the skills required by CIA; motivates them towards rendering maximum service to the Agency; and eliminates from the service, in an equitable manner, those who in spite of the program fail to perform as effective members of the organization". It is clear that we have not only to build with the people that we have and hope to get but also to find ways

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and means to eliminate those people who, for whatever reasons, are not effective for the long pull in this business. To retain people who are not effective would be disastrous for the business as well as a great dis-service to the individual.

2. With regard to item 1 on the agenda, the Chairman said that it shall be his policy to conduct these meetings in a manner that efficiently uses the time of all members of the Board. To implement this policy, the Chairman suggested that he call a preliminary meeting with General Morris, Colonel Baird and other members of the Board, or individuals whom they may select to represent them, to meet one week before the Board meeting for the purpose of carefully screening the agenda and ultimately presenting the Board with a refined agenda for its consideration. Through the work of the preliminary meeting, the Board can have presented, in clear-cut form, matters of policy to be decided and not become involved in hours of discussion during the Board meetings. The Board agreed to this procedure.

3. The Board considered item 2 on the agenda, the "Final Report of the Working Group on Honor Awards", dated 8 August 1952 which had been presented to the Board for approval. The Report was amended to show that the membership of the Honor Awards Board would be composed of three Agency officials appointed by the Director upon the recommendation of the CIA Career Service Board, eliminating the restriction that the members be Assistant Directors or of equivalent rank. The Board accepted the Report, as amended, and agreed to have the Chairman present it to the Director for his approval. The Board requested Mr. Wolf, General Morris and Colonel Baird to sit as a nominating committee of three to select candidates for membership on the Honor Awards Board. The names of these candidates would be referred to the Board at its next meeting for concurrence and for transmission to the DCI with the recommendation that the Honor Awards Board be so constituted. The Board agreed that an advisory representative of the Security Office, without vote, sit with the Honor Awards Board in order to insure that procedures and awards conform to the security requirements of CIA. The Board agreed that one of the first duties of the Honor Awards Board would be to revise and finalize the standards and criteria under which the several Valor, Service and Longevity awards would be made. The Board stressed the need for the Honor Awards Board to be diligent in obtaining, under appropriate circumstances, military or civilian decorations for CIA people who qualify. These decorations should be used to the greatest extent possible because of the fact that the public knowledge and appreciation of them has great currency and because under certain circumstances the use of such awards has security value. However, the Agency should take no action respecting the

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awards of other agencies that would tend to undermine the CIA Honor Awards Program. The detailed discussion of the Honor Awards Program will be made available to the members of the Honor Awards Board, when appointed, for their guidance.

4. Mr. Becker discussed the list of women, which he had received from the Executive Secretary, who are included in the CIA Executive Inventory (GS-13 and above). At the direction of the Chairman, the list was expanded to include women in grade GS-12 and is attached hereto at the request of Mr. Becker.

5. The Board approved the Report of the Executive Secretary on actions taken between 13 June and 15 August 1952 to implement the Career Service Program.

6. The Board approved the addition to the Professional Selection Panel of an Advisory Representative from the Medical Office.

7. The meeting adjourned at 5:00 P.M. to reconvene at the call of the Chairman.

[REDACTED]

Executive Secretary

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Attachment:

"Women (Staff Employees) in CIA", dated 26 August 1952

Distribution:

Members, CIA Career Service Board
Chairmen, Office Career Service Boards